



# Gender pay gap report

2019



**Tarmac's most  
important asset is  
our people.**

# Intro**o**duction

**By investing in our workforce and encouraging and supporting each of our employees to achieve their goals, we hope to be recognised as an employer of choice within our industry.**

Having an inclusive and diverse workforce is an important step to achieving this. While we know our sector is traditionally male-dominated, we have continued to make sustainable long-term changes to recruit and retain women, while providing equal opportunities to all.

Every business with over 250 or more employees has to produce a Gender Pay Gap Report, in line with Government requirements. This is our third such document outlining our figures, what these figures mean and demonstrating some of the actions we are taking to level the playing field.

It is important not to underestimate the challenge we face to achieve this, but our commitment is clear. Outlined in this report are the following statistics for Tarmac as a whole, and for our subsidiaries:

- Gender pay gap (mean and median)
- Gender bonus gap (mean and median)
- Bonus data
- Pay quartile data

The terms 'gender pay gap' and 'equal pay' are different. Equal pay refers to men and women receiving the same pay for doing the same or similar job. We are confident that our employees receive equal pay for work of equal value. Gender pay gap is the difference between a woman's average hourly pay and that of a man, when looking at pay rates across a whole business.

Tarmac's 2019 median gender pay gap of 12.2% sees a small improvement from last year. It remains lower than the UK average of 17.3%\*, and we recognise that more needs to be done as a business and as an industry.

This report will detail the proactive steps Tarmac has taken to address the gender pay gap, how our policies are encouraging a more inclusive and diverse environment and what we are intending to do to continue to narrow the gap, making lasting real changes. The scale of the challenge means that this can't be tackled overnight, so we continue to put the right foundations in place in order to create sustainable long-term and lasting change.

\*Source: Office of National Statistics 2019



# Our Gender Pay statistics

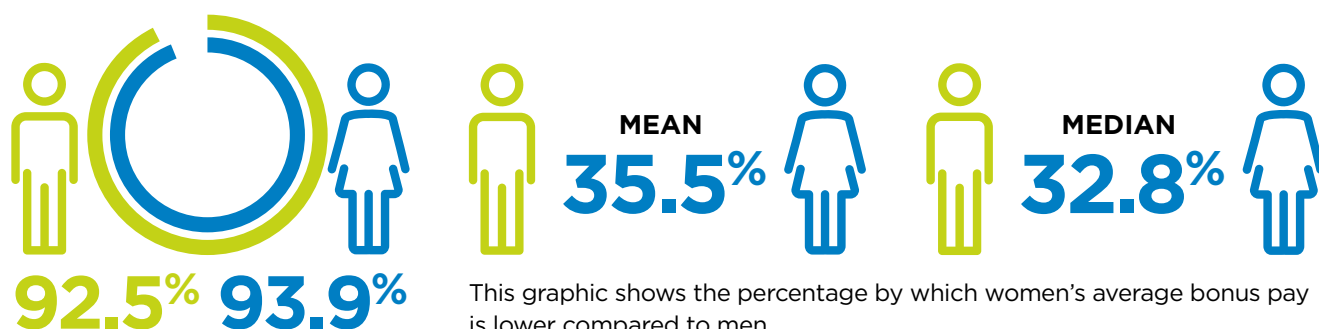
Information for all our Tarmac entities\*

## HOURLY PAY



This graphic shows the percentage by which women's average hourly pay is lower compared to men

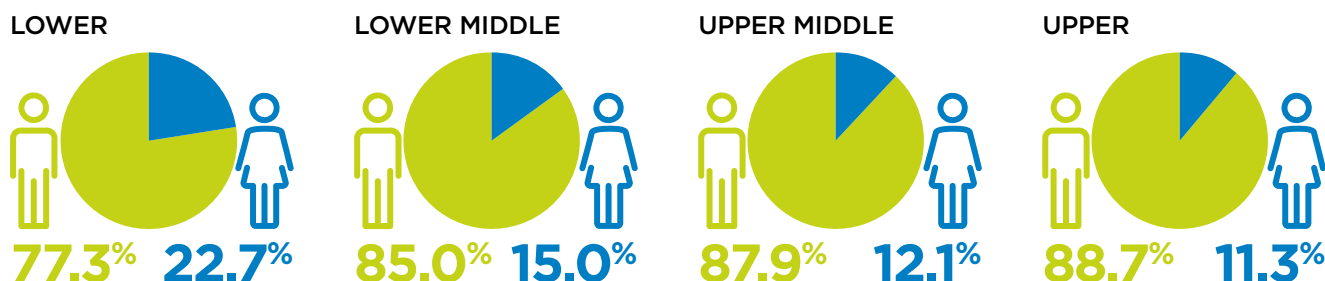
## BONUS PAYMENTS



The proportion of men and women receiving a bonus

This graphic shows the percentage by which women's average bonus pay is lower compared to men

## PAY QUANTILES



These quartiles are calculated by splitting the entire Tarmac workforce into four equal bands based on hourly pay from the highest (upper) to the lowest (lower). Here we show the percentage of men and women who sit in each band.

Hourly pay figures published here for Tarmac are based on the mean (average) and the median (middle number) based on a payroll 'snapshot' taken on 5 April 2019. The pay gap is the difference between the hourly pay received by women and men. Bonus figures published here for Tarmac are based on bonus payments received in the twelve-month period preceding the snapshot date of 5 April 2019. The figures are the mean (average), the median (middle number) and the percentage of men and women receiving bonuses. The gap is the difference between the bonuses received by women and men.

\* The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require relevant organisations comprising multiple legal entities to report each relevant entity separately. See page 10 for a breakdown of data for our legal entities.



**Like others in the construction sector, Tarmac faces a real challenge when it comes to closing the gender pay gap.**

# Why is there a gender pay gap?

Our industry has historically attracted significantly more men than women to work within it.

The pay gap is representative of this, and while we have continued to build on our recruitment practices and attracting more women to roles at all levels, from the board of directors to apprentices, tackling this issue is going to take time and there is no quick fix.

Women continue to be more likely to work part-time compared to male colleagues, which has a significant impact on bonus figures. We also recognise we have too few women in senior roles, which contributes to the gender pay gap.

Our workforce continued to be predominately male in 2019 and the mean gap in pay (11.7%) between men and women also remained stable compared with 2018.

Tarmac's overall median gender pay gap was 12.2%, a slight improvement on our 2018 figure of 12.4%. This compares to a national average of 17.3%\*. The proportion of men and women receiving bonuses was similar, with 92.5% of men and 93.9% of women.

However, the gap in the mean bonus amount is greater, with women's average bonus being 35.5% lower than the average figure for men. This can be

explained by the number of women who work part time. There has been an improvement on last year's figures, when the average women's bonus gap was 39.1%.

The median bonus gap was 32.8%, which is 6.9% higher than 25.9% in 2018. This in part can be explained by the way in which bonuses are calculated. Bonuses are calculated on individual salaries and are pro-rata for part-time employees. Therefore, one of the most significant factors is that we have a significantly higher number of part-time female employees (15%) than male employees (0.4%) which has a clear impact on the bonus figure.

In addition, while every employee is invited to take part in the bonus scheme, a small percentage would have missed the qualifying period for the year relating to this report – year ending 5 April 2019. An additional factor impacting the bonus gap relates to one of our business areas which is also predominantly male, receiving a higher bonus figure.

Tarmac remains committed to narrowing the gap, supporting women into more senior positions and encouraging new female talent.

\*Office of National Statistics 2019



# Our actions

**We want to make sustainable long-term change. Not only will this help to address the gender balance, but by supporting our employees, it will also make us a better business.**

We recognise the importance of attracting more women to our company and want to make working for Tarmac a career choice people of all backgrounds aspire to, improving the perception of the construction industry.

There are many activities, campaigns and policies being imbedded within the business to secure long-term change when it comes to closing the gender pay gap. We are aware more needs to be done going forward but we're committed to building on the progress we have made and supporting the wider industry in efforts to challenge and change perceptions.

Here are some of the action we have undertaken over the past year to help achieve a more inclusive and diverse workforce:

## RECRUITMENT

### Resourcing Hub:

Building on the work we started in previous years, we have launched a new hub of dedicated in-house recruitment professionals. Focussed on attracting top talent to Tarmac, the hub will be supporting our Inclusion and Diversity agenda – increasing Tarmac's appeal to a more diverse pool of candidates.

### How We Recruit:

We're looking at the way we recruit by changing the language we use when advertising vacancies to make sure that everyone has the opportunity to apply for our jobs if they have the right transferable skills, passion and values, not just direct experience.







## TRAINING AND DEVELOPMENT

### Employee Development Programme:

We are continuing to support ongoing development of our people with the expansion of our Employee Development Programme. This annual initiative sees employees from different parts of the business work in collaboration to tackle a range of business challenges. The programme is part of our ongoing efforts to support and encourage colleagues at all stages of their careers, to build new skills and experiences to help them succeed and thrive.

### Unconscious Bias Training:

Over the past year, executives and leaders across the business have undergone unconscious bias training. Challenging perceptions and creating awareness of implicit bias, this training looked to eliminate any unconscious discriminatory behaviours.

### Inclusive Workplace Training:

In a bid to continue to develop our teams, we will be rolling out training for line managers on creating an inclusive workplace, which will be rolled out next year.

## PROMOTING INCLUSION AND DIVERSITY (I&D)

### Inclusion and Diversity Survey:

In 2019 we carried out our first ever Inclusion and Diversity survey to seek our employee's views about what we do well and share ideas and opportunities for improvement. We were told that stronger people policies, management support and an open, positive attitude were priorities and so we are acting on these.

### Welfare Facilities:

We're improving all our onsite welfare facilities, from wash rooms to accessibility and quiet spaces.

### Inclusion and Diversity Champions:

We've recruited 20 volunteer inclusion and diversity champions who will promote I&D across the business. The champions will look for opportunities for us to improve, gather and share feedback on materials, and advise on changes we've already made.

## UPDATED PEOPLE POLICIES

### Maternity Leave:

We have prioritised improving our people policies in order to provide a more supportive and family friendly work culture, as a result, we have refreshed and enhanced our maternity policy. This includes increasing enhanced maternity pay from three to six months.

## DEDICATED MATERNITY PPE

### Maternity PPE:

We are proud to have become one of the first major UK construction companies to offer dedicated maternity PPE to expectant mothers. The pioneering maternity personal protective equipment clothing complements our existing range of specialist PPE and supports our aim of creating a more inclusive workforce while working in a safe environment.



## CAMPAIGNS

### Proud To Be Me:

We have launched a successful 'Proud to be me' campaign which encourages people to share what makes them proud as individuals, including professional achievements, hobbies, background or family. The campaign is focussed on fostering an environment of inclusion where employees can celebrate who they are, creating a sense of belonging and pride.

## PROMOTING AND PROFILING THE INDUSTRY

### Social Media:

In order to attract more women into the sector, we have run our first social media campaign, exclusively profiling some of the women in our business and targeting 16 to 35 year old women. The data showed that the younger audience engaged the most with the campaign and we will build on this digital activity in 2020.

### What's A Girl To Do:

Our cement and lime business produced a children's fiction book to inspire young people, especially girls, into pursuing a career in engineering and not letting go of their dreams. The book was the brain child of an environmental co-ordinator, Kara Bennett, at our Aberthaw cement plant and was launched to local schools as part of ongoing community activity.

### STEM Ambassadors:

We continue to grow our STEM ambassador network across the country. These employees are working with local schools and communities to help profile the career opportunities available through pursuing STEM subjects.

### The Solutions For The Planet Programme:

The Solutions for the Planet Programme has enabled us to engage with around 20,000 young people across the UK since it started. In 2019 more than 70 Tarmac employees participated as mentors, supporting 11-14 year olds in schools across the country as they tackled real world sustainability challenges. The scheme plays an important role in raising awareness of career opportunities within the construction sector.





**“I would encourage people to look at how diverse the jobs on offer at Tarmac are. Gender really isn’t a barrier.”**

# Case studies

## Lisa Pickford

### Strategic Planning and Performance Manager

I first joined Tarmac on a 6-month placement in 2008. Having enjoyed it so much, I joined the graduate scheme, working on a flexible basis while I was studying for an MSc in Urban and Regional Planning.

Once I had fully qualified, I decided that I wanted to focus my career within mineral planning. The company supported this, and I was given the opportunity to put my qualification to good use working as a planning and estates officer within the Land and Natural Resources team. I was later promoted to planning and estates manager in 2011.

In 2014 I took maternity leave and returned to work on a flexible basis (working 4 days) until returning full time in 2017 after having my second child.

On my return I joined a project team looking at business optimisation and in 2018 I took on my current role as strategic planning and performance manager

My current role is extremely varied, with time split between looking after the future one of our key strategic sites, managing the Land Information System team - a team of five that manage and maintain our property and geographical data, and providing information to support the performance of the department.

I think there are a lot of misconceptions about male and female roles within the industry and I would encourage people to look at how diverse the jobs on offer at Tarmac are. Gender really isn't a barrier.



## Sam Sabel

### Head of Commercial Services

I applied to Tarmac straight out of university, having just graduated from Coventry University with a law degree. I started as a general management graduate and spent 12 months working in a variety of roles around the Contracting business. Before starting the graduate programme, I spent the summer working in an operational role at Mancetter quarry. This gave me a great introduction to the industry and how the business worked.

When I finished the graduate programme, I started working in the Contracting division as a junior proposals engineer which was great as it gave me the opportunity to use the writing and information processing skills I obtained through my law degree. Since then I have been given the opportunity to progress within the team, taking on a variety of roles, which has led to my current role as head of commercial services.

The commercial services team is responsible for writing and submitting bids for tenders. Last year the team worked on over 250 bids, and this year looks set to be even busier.



Within Tarmac a lot of my colleagues are male, however I feel that I have always been treated fairly and as an equal. There are fewer women in senior roles within the company, however I feel that Tarmac is committed to changing this and giving women the opportunity to progress.

Personally, I take huge enjoyment out of supporting women in the business. I continue to mentor female graduates, particularly those who come through operational roles, as it's great to see them develop and thrive within their roles.



## Vicky Hawtin

### Head of HR - Cement & Lime

I started my career as a HR administrator for Tilcon South in 1996, straight out of university. The company was then merged with Tarmac in 2000 and since then I have had many different roles across all the different parts of the company. I have been hugely supported and have progressed through the business, being appointed head of human resources for Cement & Lime seven years ago.

From a personal perspective, having two children, I feel that I am constantly juggling priorities and commitments between my work and family life. This can be tough at times, but Tarmac has been brilliant in supporting me to be able to balance both.

Along with me being able to reduce my hours when my children were young, I have never missed out on a school event, such as sports day or nativity plays. The company understands the importance of family life, which has made balancing my role in the office and at home so much easier.

# Our divisions

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require organisations comprising more than one legal UK entity with over 250 employees to report each relevant UK entity separately. Tarmac has five divisions that meet these criteria.

## Tarmac Aggregates Ltd

PAY	Mean	Median	Quartile Data	Female	Male	BONUS	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	6.5%	4.0%	Lower	11.3%	88.7%	Women's bonus pay (lower)	45.6%	60.1%	Female	100.0%
			Lower Middle	10.8%	89.2%					
			Upper Middle	3.2%	96.8%				Male	96.2%
			Upper	9.1%	90.9%					

## Tarmac Building Products Ltd

PAY	Mean	Median	Quartile Data	Female	Male	BONUS	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	22.9%	23.8%	Lower	27.1%	72.9%	Women's bonus pay (lower)	55.8%	11.5%	Female	91.7%
			Lower Middle	22.9%	77.1%					
			Upper Middle	10.0%	90.0%				Male	72.7%
			Upper	5.9%	94.1%					

## Tarmac Cement & Lime Ltd

PAY	Mean	Median	Quartile Data	Female	Male	BONUS	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	9.9%	13.5%	Lower	17.7%	82.3%	Women's bonus pay (lower)	-4.7%	11.5%	Female	95.4%
			Lower Middle	7.1%	92.9%					
			Upper Middle	6.6%	93.4%				Male	93.6%
			Upper	7.3%	92.7%					

## Tarmac Services Ltd

PAY	Mean	Median	Quartile Data	Female	Male	BONUS	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	15.4%	9.9%	Lower	32.3%	67.7%	Women's bonus pay (lower)	48.8%	33.5%	Female	98.7%
			Lower Middle	23.6%	76.4%					
			Upper Middle	26.5%	73.5%				Male	99.2%
			Upper	13.1%	86.9%					

## Tarmac Trading Ltd

PAY	Mean	Median	Quartile Data	Female	Male	BONUS	Mean	Median	Proportion of each gender paid a bonus	
Women's hourly rate difference (lower)	10.8%	11.9%	Lower	15.9%	84.1%	Women's bonus pay (lower)	60.5%	46.1%	Female	77.7%
			Lower Middle	7.1%	92.9%					
			Upper Middle	5.6%	94.4%				Male	92.9%
			Upper	5.5%	94.5%					



We are dedicated to continuing to support an inclusive and diverse workforce, where everyone is able to progress and succeed regardless of their differences. We look forward to reporting our continued progress on actions to address our gender pay gap in 2021. The content of this report is accurate and in line with government reporting requirements.



A handwritten signature in black ink that reads "Martin Riley".

MARTIN RILEY  
Senior Vice President,  
Tarmac



A handwritten signature in black ink that reads "Oliver Mahon".

OLIVER MAHON  
Senior Vice President,  
Europe North